

Possibilities Now!

Developmental Disabilities Division

Strategic Plan

Fiscal Years 2018-2020

July 2017



Department of Health

Developmental Disabilities Division

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Table of Contents

Introduction.....	4
DDD’s Vision, Mission and Guiding Principles.....	9
Focus Group Feedback	10
Goals for this Strategic Plan	12
Goal One: Partnerships with Individuals and Families.....	13
Goal Two: Community Integration.....	14
Goal Three: Employment First	15
Goal Four: Achieving Outcomes through Effective Services.....	16
Goal Five: Leadership and Accountability	17
Goal Six: Efficiency and Information Technology.....	18
Goal Seven: Dental Health Access	19
Acknowledgements.....	20



Letter from the Director of Health

Aloha,

Over the past three decades Hawaii residents with intellectual and developmental disabilities (I/DD) have made progressive strides in becoming full members of the community.

The closure of the Waimano Training School and Hospital in 1999, and the move to services provided fully in the community, represented only the first part of the journey. The work of providing services and supports for people with I/DD and their families in ways that honor their choices and help them to have a full life in the community has not been easy. As the Developmental Disabilities Division's (DDD) service approaches become increasingly person-centered and support true community integration, the work of transforming older ways of providing services become their greatest challenge.



This Strategic Plan provides additional pathways the DDD will take to continue that progress so that all individuals with I/DD in Hawaii can have healthy, safe, meaningful, and self-determined lives. The Department of Health applauds DDD's Strategic Plan, and the goals that will continue this important work.

Sincerely,

A handwritten signature in blue ink that reads "Virginia Pressler". The signature is written in a cursive, flowing style.

Virginia Pressler, M.D.
Director of Health



Letter from the DDD Administrator

Aloha,

It is an honor to present the Developmental Disabilities Division (DDD) Strategic Plan for Fiscal Years 2018-2020. It sets the course that DDD will take to continue to advance the service system to enhance the lives of Hawaii residents with intellectual and developmental disabilities (I/DD).



This Strategic Plan represents continuity for the goals that were established in the FY 2015-2017 plan. This was a purposeful decision that will ensure we extend our reach to achieve the milestones we have committed to. Over the past several years we have accomplished many things, but have also learned that the work of strengthening our partnerships, redefining our practices and processes, and transforming services is complex. We look forward to continuing our work in these areas.

We have added two additional goals in this plan: *Efficiency and Information Technology*, to address building of the infrastructure for efficient workflows through the use of technology, and *Dental Health Access*, to strengthen partnerships for access to dental care for underserved populations.

We thank the many people who have participated in the planning process. Your input was invaluable in shaping new goals, and refining those that were carried through to this plan. We are committed to the hard and important work of transforming our service system so that each person with I/DD will have a full life in the community and achieve Possibilities Now!

Sincerely,

A handwritten signature in black ink that reads "Mary Brogan" with a stylized flourish at the end.

Mary Brogan, Administrator
Developmental Disabilities Division



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Introduction

The Hawaii State Department of Health, Developmental Disabilities Division (DDD) provides services and supports for individuals with intellectual and developmental disabilities (I/DD) who are eligible for our programs. Hawaii's Medicaid 1915(c) Home and Community Based Services (HCBS) Waiver for people with I/DD provides an array of services and supports in the community through state and federal funding. During fiscal year 2016 DDD provided services and supports to 2,872 individuals statewide.

DDD continues to evolve as the service system increasingly moves toward practices that support people to have full lives in the community. Along with stakeholders, primarily self-advocates and people with I/DD, DDD has defined this move to greater community integration and acknowledgment of human rights through a movement called "Possibilities Now!"

As the national conversation shifts and people with I/DD are increasingly active in the workforce, living independently, and assuming socially-valued roles, the dialogue about true self-determination has also advanced in Hawaii. Hawaii's Self-Advocacy Advisory Council's (SAAC) slogan has evolved from "Nothing about us, without us" to "Don't 'should' on me, ask me." As DDD participants become increasingly empowered and make their own choices about their lives just like anyone else, the role and expectations of DDD staff and providers are changing. DDD is transforming its service system to ensure all people, regardless of their disability, have a right to a full life in the community.

There are a number of other "change forces" that are driving the transformations in DDD. They include:

➤ **New Federal Regulations and Policies**

- ***CMS Final Rule on Community Integration.*** The federal Centers for Medicare & Medicaid Services (CMS) Final Rule on HCBS for community integration released in January 2014 has had a major influence on changing DDD's services and supports. The CMS final rule sets the requirements that states must follow for person-centered planning and settings where home and community-based services are provided, or risk the loss of Medicaid funding. The home and community-based settings requirements establish an outcome oriented definition that focuses on the nature and quality of individuals' experiences. The rule ensures that individuals receiving HCBS have full access to the benefits of community living and the opportunity to receive services in the most integrated setting appropriate. The overall intent of the rule is to enhance the quality of HCBS, and provide protections to participants.

On May 9, 2017, CMS extended the deadline to transition to final rule HCBS settings requirements from March 2019 to March 2022, to give states additional time to comply. DDD is working in partnership with the Department of Human Services (DHS), Med-QUEST Division (MQD) and other stakeholders on the state's Transition Plan called "My Choice My Way" (MCMW) which is the roadmap to compliance with the CMS



final rule. It is anticipated that Hawaii will be fully compliant with the final rule's residential settings standards before CMS's extended deadline.

The CMS final rule is a key driver of change across services and supports provided by DDD and its network of providers. The rule changes the community definition and expectations for DDD Case Managers (CMs) and providers, and “raises the bar” for what being inclusive in the community really looks like. It will require a shift in thinking, as well as in the range of skills staff and providers need to support people in diverse settings.

- ***Workforce Innovation and Opportunity Act (WIOA).*** WIOA was signed into federal law in July 2014. WIOA reauthorizes the Workforce Investment Act of 1998 (WIA) through FY 2020, and makes amendments to the Rehabilitation Act of 1973 which significantly impact people with disabilities. It provides changes to employment and education-related programs for people to work and includes services for people with physical and I/DD to be employed.

Nationally and in Hawaii, the majority of people with I/DD have historically been unemployed or underemployed despite their ability and desire to work in the community. Many have been placed in “prevocational” programs and segregated workshops where they are paid below minimum wage and have had little expectation of moving into integrated employment. WIOA focuses vocational rehabilitation outcomes on competitive integrated employment and promotes greater emphasis on transition services for youth with disabilities, and provides increased emphasis on coordination with other agencies. This represents a key opportunity for DDD to partner with the DHS, Division of Vocational Rehabilitation (DVR) in improving coordination of vocational supports particularly for transition age youth with I/DD.

- ***Changes to Medicaid.*** Congress continues to debate changes in federal health care policy. Proposed Medicaid reform including potential institution of a “per capita cap” policy has the potential to significantly change the way states provide services to people with I/DD. The current directions will increasingly shift the funding of services for the aged and those with disabilities to the states.



➤ **Possibilities Now!**

To implement the improvements that are needed to transform the service system, DDD has organized core change initiatives under the banner of "Possibilities Now!" The name Possibilities Now! was chosen by the Self Advocacy Advisory Council because it captures the spirit of full community integration. DDD's core initiatives work together to achieve this vision.

The core initiatives include:

- ***Implementation of a new HCBS Waiver.*** In June 2016, the Centers for Medicare and Medicaid Services approved the state's application to renew the HCBS I/DD waiver to start effective July 2016. The waiver was further amended, and new features became effective in June 2017.

The new waiver adds important options for participants that support their access to community life with the addition of services such as Community Learning Services and strengthened Employment Supports. The recent waiver amendment added budget authority for participants who use the consumer directed option where participants or their designees will be able to manage their own annual budgets for their consumer directed services, and sets the groundwork for all participants to manage their own budgets across all services. Importantly, the new waiver has an increased emphasis on ensuring the rights of waiver participants with tight controls around the use of restrictive interventions such as restraints. The use of seclusions has been eliminated in DDD.

A key requirement of the waiver was the approval of a rate methodology that aligns rates providers are paid with the actual cost of providing services. This is done to ensure an adequate provider network with a skilled workforce necessary to provide the services. The new waiver also modernized several services to enable participants and families more flexibility and choice in scheduling services, such as phasing in new hourly units of service at Adult Day Health in place of three-hour or six-hour blocks of time. Person-centered planning is a cornerstone of the new waiver, with an emphasis on supporting participants to fully participate in meetings and in planning for waiver services that help them achieve their good life.

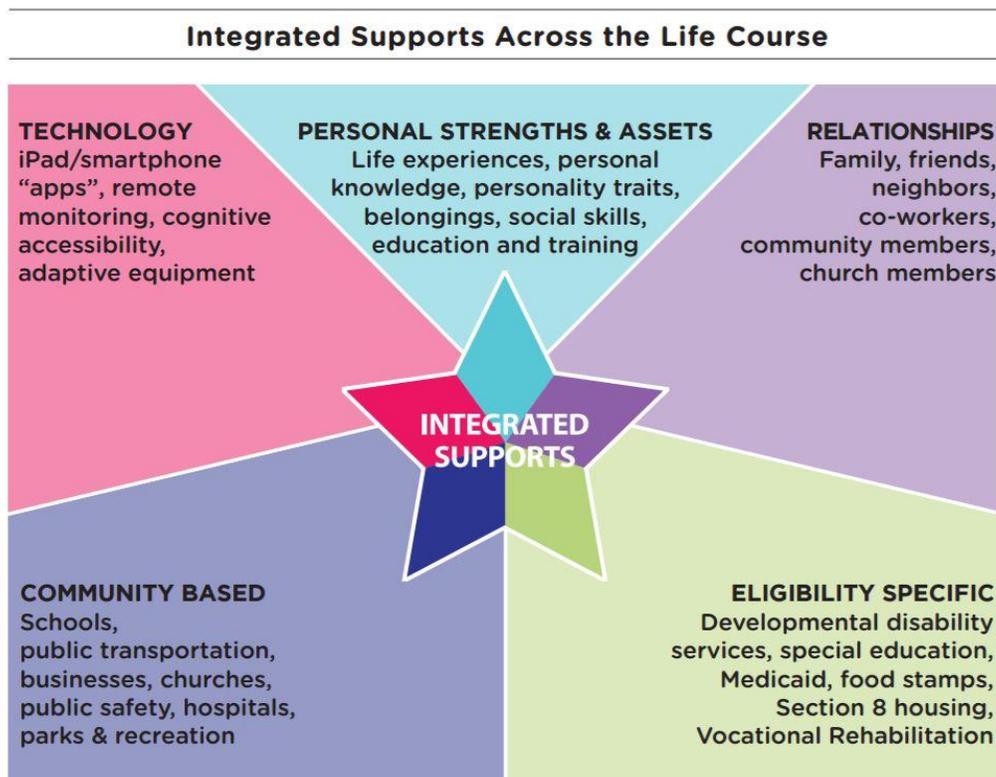
- ***Use of the Supports Intensity Scale (SIS).*** DDD has integrated the use of SIS, an assessment tool that determines the supports needed for each individual, into the person-centered planning process to give participants more flexibility and choice. The SIS was developed by the American Association on Intellectual and Developmental Disabilities (AAIDD).



- **The LifeCourse Framework and Person-Centered Practices.** DDD is a member of the National Association of State Directors of Developmental Disabilities Services (NASDDDS) Community of Practice (CoP) for Supporting Families of individuals with I/DD. Other Hawaii members include the Developmental Disabilities Council (DDC), Executive Office on Aging-No Wrong Door initiative, DHS-MQD, University of Hawaii Center on Disability Studies, Hilopa’a, and the DOH Children with Special Health Needs Branch.

The CoP's LifeCourse framework helps participants and their families to identify, find and develop integrated supports for participants to live productive lives throughout their life course. LifeCourse uses person-centered practices, and will be used to help participants and their family envision how they can live, love, work, play and pursue their aspirations in the community.

One of these tools, the Integrated Supports Star Worksheet, is displayed below. Based on the premise that all people need support to lead good lives, this tool uses a combination of many different kinds of support to help families and participants plot a trajectory toward an inclusive, quality, community life. The Integrated Supports Star will be used to help families and participants brainstorm the supports that they already have or might need in order to work in partnership to make their vision for a good life possible.



Integrated Supports Across the Life Course



- ***Business Process Redesign/Information Technology Project.*** DDD, in partnership with the Behavioral Health Administration, has launched a project to develop a new Case Management and analytics information technology (IT) solution. The project will replace the existing legacy systems, and is designed to improve and support efficient, timely, and accountable behavioral health and developmental disabilities services delivery through a secure, integrated IT system with secure data sharing. The essential software modules planned in this integration effort are to incorporate: program eligibility and enrollment, case planning and processing, services delivery, and healthcare services payment processing, with a foundation in data sharing and analysis for efficient, metrics-driven quality care across programs. The work has involved mapping current work processes across DDD, and developing “to be” workflows that will be reflected in the new Case Management solution, resulting in better customer service and improved operations.
- ***Systematic Implementation of Quality Assurance and Improvement Program.*** In FY 2012, DDD established a formal Quality Assurance and Improvement Program (QAIP) to ensure an organizational structure and continuous implementation of a quality management program. Prior to this, there was no codified way of involving staff and stakeholders to become fully involved in achieving DDD’s objectives. DDD collected data at many different levels, but there was no systematic system for discussing program performance, nor acting on improvements. While the initial launch of the QAIP in FY 2012 was well-designed, the lack of attention to systematic implementation resulted in the program falling largely by the wayside. With the implementation of the FY 2015-2017 Strategic Plan, the program was revived largely through leadership in the Outcomes and Compliance Branch. Although the QAIP continues to need additional work to make it a more integral part of DDD, it is well on its way to accomplishing its original goals.



DDD's Vision, Mission and Guiding Principles

Mission

Foster partnerships and provide quality person-centered and family-focused services and supports that promote self-determination.

Vision

Individuals with intellectual and developmental disabilities have healthy, safe, meaningful and self-determined lives.

Guiding Principles

Individuals:

1. Are treated with respect and dignity
2. Make their own choices
3. Participate in the community
4. Have opportunities to realize their goals including economic self-sufficiency
5. Achieve positive outcomes through individualized services and natural supports
6. Are empowered to live self-determined lives



Focus Group Feedback

To better inform the strategic plan, DDD conducted focus groups with partner agencies, providers, stakeholders, participants, and DDD staff. Insights from these focus groups were used to refine the DDD’s goals and objectives, and to identify strategic priorities that will be addressed over the next several years.

A summary of the feedback received at these focus groups is displayed in the table below:

Role	Needs	Insight
DDD Participants	To go to a meeting where they are voicing and making their own decisions.	Empowering participants in the planning process requires everyone involved to be on the same page and working cohesively.
DDD Participants and families	Skills to make choices and advocate for themselves.	Making choices and advocating skills are part of a learning process for DDD participants and their families.
Providers	Support in transitioning their services to the community and complying with the final rule.	Providers are at different places in transition and want guidance and the opportunity to learn from each other.
DDD CMs, DDD Participants and families	More efficient support with housing because of how tough it is in Hawaii.	Addressing housing issues requires a bigger picture, proactive mindset.
Dentists	Appropriate reimbursement and liability coverage to allow them to engage in the Strategic Plan.	Current practices in the dental field may not accommodate innovative dental practices.
DDD CMs	Better communication of their role and what is required of them.	CMs want to do their job more effectively and need better communication on how to do that.
DDD Participants and families, Providers, DDD staff	Innovative and user friendly communication options to and from DDD beyond just paper.	Stakeholders and DDD staff feel restricted with current communication options.
DDD staff	Effective leadership that will listen and help them grow.	Leadership involves strong interpersonal skills, fosters professional growth and a positive work culture.



Key Themes and Strategic Priorities

Based on analysis of stakeholder feedback, the following themes were identified:

- Use a proactive approach to improvement;
- Engage in collaboration and partnerships with all involved;
- Consider big picture systemic issues;
- Communicate models, best practices and evidenced practices to all involved; and
- Engage in innovative practices.

These themes were translated into the following priorities for consideration in planning:

- Work proactively with all involved to empower participants.
- Partner with participants and families to develop trainings.
- Perform an inventory and analyze federal, state, and local housing resources.
- Partner with state agencies and other stakeholders around employment services.
- Partner with DVR and the Department of Education (DOE) to support students with school to work transition.
- Implement case management model based on best practices.
- Use evidence based practices for decisions and care.
- Expand partnerships through the Supporting Families Community of Practice.
- Use innovative technology solutions to benefit DDD staff and stakeholders.
- Promote innovative dental practices.



Goals for this Strategic Plan

Significant progress has been made in attaining DDD's Strategic Plan 2015-2017 goals:

- Partnerships with Individuals and Families
- Community Integration
- Employment First
- Achieving Outcomes through Effective Services
- Leadership and Accountability

However, to attain the division's vision and mission, continuity in the implementation of strategies is needed, and these goals remain in this 2018-2020 Strategic Plan. Several objectives have been modified to reflect progress over the past several years, as well as additional directions based on stakeholder feedback. Two new goals on "Efficiency and Information Technology" and "Dental Health Access" have been added to this plan to represent IT Case Management solution efforts and DDD's Hospital and Community Dental Services Branch's directions.



Partnerships with Individuals and Families

Goal One

Individuals with I/DD and their families are active participants at all levels of the DDD.

Strategic Issue: Strong partnerships are needed when working with participants and families, requiring strong communications and collaboration in order to support empowerment. Support must be given to participants to help them learn to advocate for themselves and to participate in DDD planning activities.

Objectives:

- 1.1 Empower participants to direct their own planning processes and increase their self-determination through proactive teamwork.
- 1.2 Ensure that communications with individuals and families are clear and understandable, accessible, and translated as needed.
- 1.3 Promote the development of natural supports for individuals with I/DD and their families.
- 1.4 Involve individuals with I/DD and their families in DDD program planning, evaluation and policy-making.
- 1.5 In partnership with participants and families, develop a person and family-centered training curriculum.
- 1.6 Use National Core Indicator data to monitor participant outcomes and inform needed improvements.



Waiver participant planning to direct her Individual Service Plan.



Community Integration

Goal Two

Individuals with I/DD have opportunities to receive quality services in the most integrated settings, engage in community life, and control personal resources.

Strategic Issue: In partnership with the Department of Human Services Med-QUEST Division, DDD must ensure individuals are receiving services in compliance with the U.S. Centers for Medicare and Medicaid Services final rule for Home and Community Based Services. DDD will continue to assist MQD implement the statewide transition plan My Choice My Way. A key strategic issue is to ensure DDD is working in concert with families and participants to support their empowerment, advocacy, and full integration with the community.

Objectives:

- 2.1 Provide participants with opportunities to develop skills to be connected and active in the community by June 2018.
- 2.2 Ensure compliance with CMS HCBS Final Rule requirements related to person-centered planning processes for all HCBS by June 2020.
- 2.3 Ensure compliance with CMS HCBS Final Rule community integration requirements for all residential and non-residential settings where HCBS are delivered by June 2020.
- 2.4 Create an inventory and analysis of federal, state, and local housing resources to provide information to participants, families and other stakeholders by June 2018.



Employment First

Goal Three

Individuals with I/DD have opportunities to seek employment¹ in competitive integrated settings.

Strategic Issue: The CMS final rule for community integration requires states to provide opportunities for individuals to seek employment and work in competitive settings. Service systems need to provide pathways to employment early in life so that individuals will have success in work.

Objectives:

- 3.1** Provide training, technical assistance and mentoring for DDD case managers and providers to assist with the implementation of a customized employment approach by June 2018.
- 3.2** Partner with state agencies and other stakeholders for more efficient delivery of employment services for people with disabilities by June 2019.
- 3.3** Partner with DVR and DOE to develop effective transition practices to support students with I/DD as they move from school to work by June 2019.
- 3.4** Implement Waiver Standards reporting requirements for providers of employment services to measure and report on the number of participants employed by June 2018.



Employment

¹ Employment means work in integrated settings for at least minimum wage.



Achieving Outcomes through Effective Services

Goal Four

Quality person-centered planning, services and supports are available for participants to live full lives in the community and have greater opportunities for self-determination.

Strategic Issue: While DDD has had an increased focus on service effectiveness and philosophy of care, improving service planning and service delivery process in ways that ensure successful implementation needs continued development.

Objectives:

- 4.1 Implement a best practices Case Management Model with clear definitions of case manager roles, expectations and core competencies.
- 4.2 Use the Supports Intensity Scale, and person-centered planning, and the LifeCourse Framework to identify participant support needs and develop plans that support each participant's possibilities for living a full life in the community.
- 4.3 Expand partnerships through the Supporting Families Community of Practice to develop Hawaii's systems to support people with disabilities and their families to achieve their vision for a good life by March 2017.
- 4.4 Select and implement a health assessment and outcome monitoring tool that can help identify health risks by June 2018.
- 4.5 Identify and provide training on evidence based practices to help inform service plans and ensure optimal outcomes for individuals with I/DD by August 2018.
- 4.6 Ensure the Quality Assurance and Improvement Program is resulting in measurable program improvements that are shared across stakeholders by March 2018.
- 4.7 Design and implement monitoring methodologies that measure service quality and effectiveness, reduce risk for participants, and assuring the rights and choices of individuals by June 2018.



Leadership and Accountability

Goal Five

DDD leaders and staff will develop skills, improve communications, and adopt accountability practices to attain organizational excellence.

Strategic Issue: There needs to be continued focus on building leadership practices, improving communications, and providing opportunities for staff training.

Objectives:

- 5.1 Improve internal communications at all levels that align with DDD's mission and core initiatives in order to make operations more efficient and effective by June 2020.
- 5.2 Fully implement the division-wide training plan for continuous learning based on best practices, defined core competencies and measurable performance by June 2018.
- 5.3 Support all DDD managers and supervisors through leadership and management skills training to promote a positive organizational culture by June 2020.
- 5.4 Continue to implement communication strategies for greater transparency and accountability to individuals with I/DD, their families, providers, DDD stakeholders and the public by June 2019.
- 5.5 Use the design thinking process to support a learning organization and build a culture of creativity by June 2019.



Design Thinking Training



Efficiency and Information Technology

Goal Six

Implement a Case Management and analytics solution that will improve the efficiency and quality of services.

Strategic Issue: DDD staff need an IT solution to simplify workflows and support better business practices. Providers, participants and families need a solution to make it easier for them to send, receive and access accurate information. The solution must be user-friendly.

Objectives:

- 6.1** Implement a secure, cloud-based division-wide IT solution that will be available to staff by the end of 2019 and to providers statewide by the end of 2020.
- 6.2** Support all DDD staff with efficient and effective workflows for seamless services that will reduce duplicate efforts as well as dependence on paper by the end of 2019.
- 6.3** Support DDD managers with analytics and tracking functions to help them ensure and monitor access to quality services by the end of 2019.



Dental Health Access

Goal Seven

Advocate for access to basic comprehensive dental care services for vulnerable and underserved populations that have limited access to dental care.

Strategic Issue: There is a need for better access to dental health care for people with disabilities statewide.

Objectives:

- 7.1 Increase awareness of oral health and promote oral hygiene practices for individuals with I/DD and other disabilities, their caregivers and providers by May 2020.
- 7.2 Increase knowledge of dentists and other oral health professionals to provide dental care for individuals with I/DD and other disabilities by May 2020.
- 7.3 Implement a training plan for the Hospital and Community Dental Services Branch staff for continuous learning based on the latest evidence based clinical practices, techniques and materials by May 2018.
- 7.4 Promote the development of the Virtual Dental Home (Teledentistry) Delivery of Care Model by June 2020.



Acknowledgments

DDD's Planning, Policy, Research and Data staff would like to express their sincere appreciation to all who participated in the focus groups for this Strategic Plan. The focus groups represented:

- SAAC;
- DDC Executive Committee;
- DDD Providers;
- Partners (DOH-Adult Mental Health Division, DOE, and DHS-DVR); and
- DDD Staff.

Special thanks to the DDD Strategic Plan Steering Committee who guided us in the development of the Strategic Plan.





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